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ABSTRACT

This document reports on both the achievements and problems of the University of Michigan for the year 1972-73. One problem the university faced was fewer dollars from state appropriations, student fees, and federal funds. The financial reviews, with tables and diagrams, show the expenditures by source and object for the years 1964-73. The next problem concerns whether the student will be priced out of the market for higher education and how the university helps many students stay in school through financial aid. The next section concerns where the university students came from in 1972-73. Faculty salary increases and professorial life are detailed in the next two sections. The new student programs described include: Program Interflex (an accelerated program leading to the M.D. degree), Merge (a televised approach to instruction), credit by exam, and a poet-in-residence. Construction, continuing education, branch campuses, and services comprise the last section, which is followed by a list of the regents, executive officers, and deans of the schools and colleges. (Author/PG)

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FROM THE REGENTS OF THE UNIVERSITY OF MICHIGAN

A REPORT 1972-73

U.S. DEPARTMENT OF HEALTH EDUCATION & WELFARE NATIONAL INSTITUTE OF EDUCATION

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The Money Squeeze. Just as in every household in the state, the money squeeze was the biggest news of the 1972-73 year at The University of Michigan. □ Enrollment during the fall term at all schools, colleges and campuses was 41,178, about 37 per cent in graduate or professional programs. Some 10,000 students received degrees during the year. In addition, more than 65,000 persons attended seminars and institutes held across the state. □ In other years, the University has served similar numbers of students, but in 1972-73 it was quite clear that even to offer the same types of programs to the same numbers of people would simply cost more. We would like you to share in a story about our year—a report on both our achievements and our problems.

When there's not enough money to do everything that needs to be done, it is obvious that some programs must be cut. Cutbacks became a way of life at the University when dollars began to tighten up several years ago. Nobody likes to cut back—especially when vital programs are affected. A major problem which surfaced last year was that of "uncuttable costs."

It currently costs over $8 million to pay the utility bills at the Ann Arbor campus. The energy crisis and increased rates being granted to utility companies continue to push these costs upward. In the past three years utility expenses have risen over $3 million.

The Consumer Price Index went up 4.7 per cent from March of 1972 to March of 1973. Other price indices of impact on the University went up at a steeper rate. For example, costs of library purchases have risen an average of 10 per cent over the last few years.

Where does the University's money come from?

The University of Michigan receives operating income from three major sources: state appropriations, student fees and federal funds.

In 1972-73, 29 per cent was provided by state appropriations, 13 per cent from student fees and 21 per cent from federal sources.

In early 1973, it became evident that, for the first time in over 25 years, income from *all three* sources was simultaneously uncertain.

State Appropriations

The state of Michigan ranked fifteenth in the country in appropriations for colleges per capita in 1972-73, according to M. M. Chambers, who annually studies colleges' appropriations situations. In total dollars, Michigan ranked fifth in the nation in appropriations for state colleges and universities.

While state appropriations to the University continue to go up each year (in 1972-73 an increase of $7.3 million over the previous year's appropriation for the Ann Arbor campus), the increases are today hardly "keeping up" because of rising costs.

Student Fees

A shortage during the year of approximately $600,000 in fee revenue occurred because of a shift of students from non-resident to resident status. This shortage occurred even *before* a U.S. Supreme Court ruling which forced the University to change residency regulations. (The ruling and new regulations would have caused even greater income losses, except for a substantial rise in tuition rates for 1973-74.)

Federal Funds

News of impending federal cutbacks in instructional support and student aid for 1973-74 hit hard. The greatest impact was at the School of Public Health where a $1.7 million loss was expected. Another $3.9 million loss was calculated in social work, nursing, dentistry, pharmacy, medicine, education, engineering, the office of financial aid, the College of Literature, Science, and the Arts, and the graduate school.

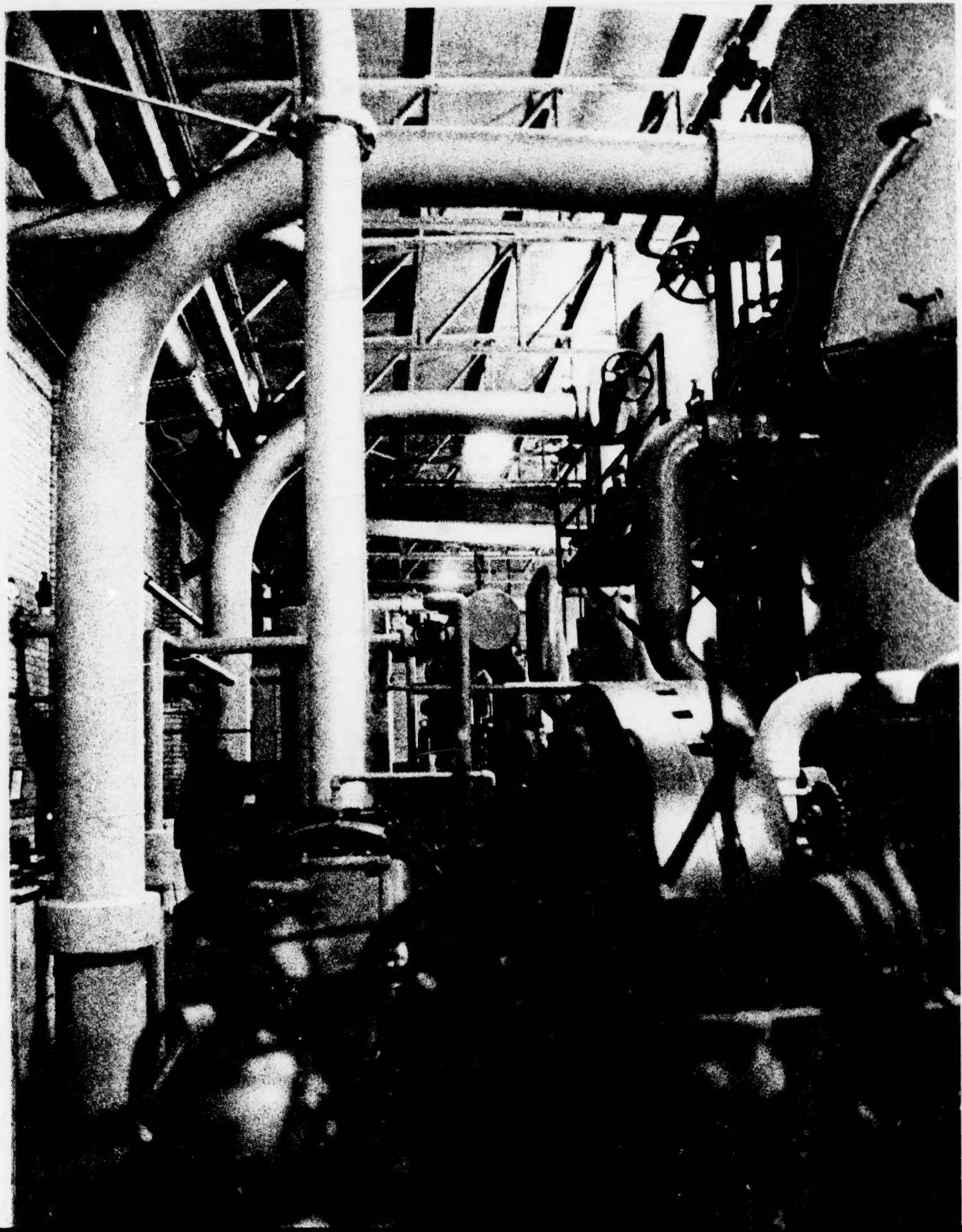
Federal funding has only become a major source of University income since about 1950. Prior to that time, direct federal support was not a significant factor in U-M financing. Today, federal support provides nearly 30 per cent of the educational and general income—about $64 million— and the U-M is one of the top two or three universities in the nation in receipt of federal support.

The Carnegie Commission on Higher Education reported this year that the U-M, financially, was "about the same" as in 1971 but that if present trends continue, the U-M is "heading for trouble" in another three years.

Consequently, we continue to seek efficiencies, reorder priorities, reduce certain services, delay maintenance, cut and trim programs, hold compensation increases at minimal rates and seek more private support. Even so, we have had to increase student fees.

It is the student we are here to serve, and it's getting harder for a student to afford to be here at all. . . .

SOME PEOPLE SAY WE'RE JUST CRYING WOLF... BUT THIS YEAR WE'RE FACED WITH FEWER DOLLARS FROM EVERY MAJOR INCOME SOURCE



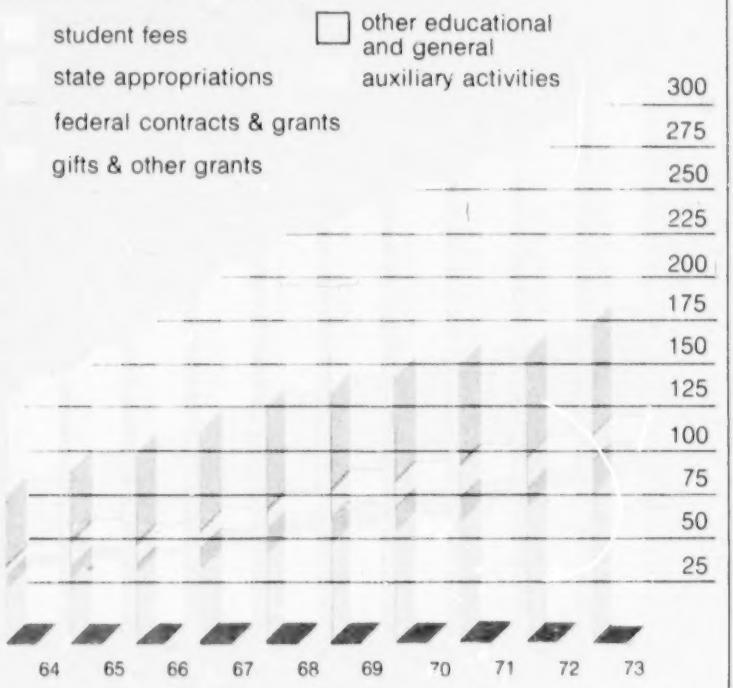
A Financial Review

Revenue for operations in 1972-73 rose to $313,414,686 from $288,890,-062 in 1971-72, an increase of 8.5 per cent. Educational and general revenue increased 7.3 per cent, and auxiliary activity revenue 11.7 per cent. Total revenues for operations have increased 129.3 per cent over the last ten years, as shown in the accompanying graph. Educational and general revenues have increased 117.0 per cent, and auxiliary activities 169.8 per cent in the same period.

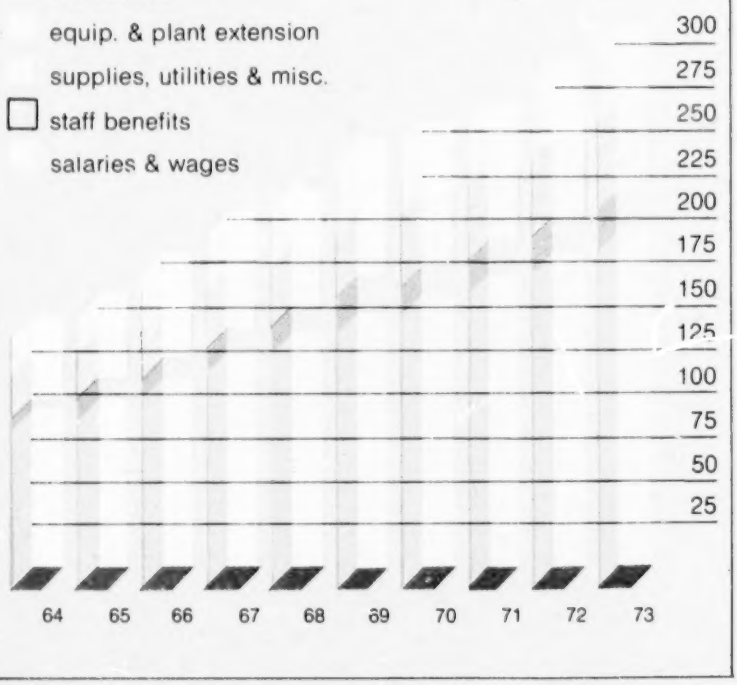
The total expenditures for operations increased to $309,603,349 in 1972-73 from $286,532,181 in 1971-72. This was an increase of $23,071,-168, or 8.1 per cent. Over a period of ten years, the increase has been 126.6 per cent. The excess of revenues over expenditures for the ten-year period has been used to provide needed working capital for increased volume of expenditures.

Salaries and wages paid directly to employees during 1972-73, represented 61.8 per cent of the total expenditures of the University. An additional 8.0 per cent of the total was paid for employee benefit programs. The total spent for these two items was $216,139,380, or 69.8 per cent of the expenditures of the University during the year. This represents an increase of $15,031,001 in salaries, wages, and employee benefit payments over the preceding year.

Revenues by Source 1964-1973
(millions of dollars)
(fiscal year ended June 30)



Expenditures by Object 1964-1973
(millions of dollars)
(fiscal year ended June 30)



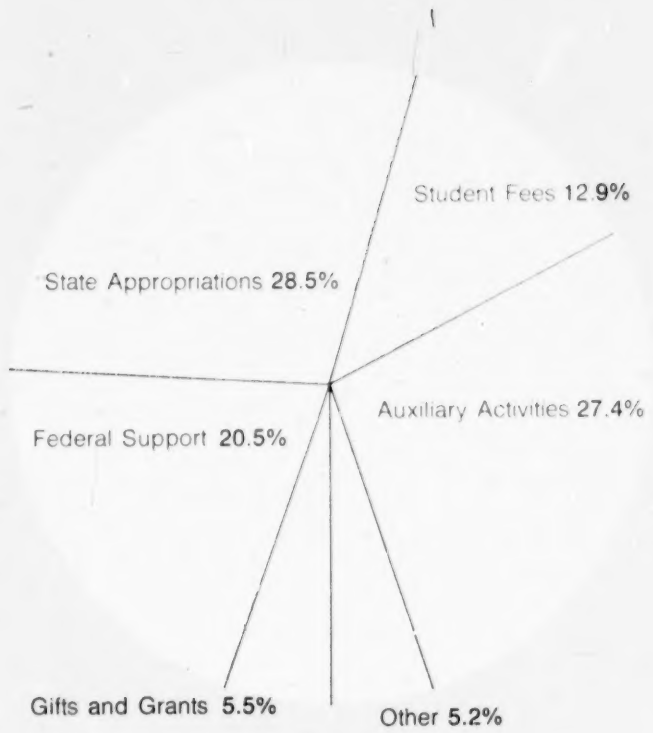
REVENUES BY SOURCE

Educational and General

Student fees	$ 40,368,347
State appropriations	89,487,100
Federal contracts & grants	64,166,772
Gifts & other grants	17,165,870
Investment income	6,988,966
Departmental activities	9,073,663
Decrease in restricted revenues held for future expenditures	334,358
Total Educational & General	$227,585,076

Auxiliary Activities

Hospitals	$ 61,964,423
Student residences & centers	17,043,699
Athletics, student publications & other	6,821,488
Total Auxiliary Activities	$ 85,829,610
Total Revenue	$313,414,686



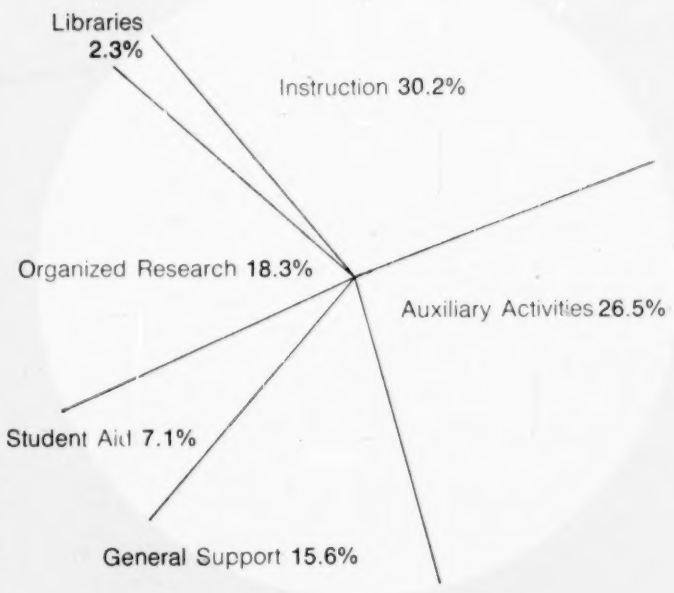
EXPENDITURES BY PROGRAM

Educational and General

instruction & departmental research	$ 91,184,895
Other educational services	3,770,846
Libraries	7,162,650
Organized research	56,629,948
Extension & off-campus education	2,221,358
Student services	6,437,905
Student aid	22,107,988
Public services	3,945,161
General administration	3,121,500
Business operations	6,779,588
Operations & maintenance of plant	16,159,535
Plant improvement & extension	7,985,859
Total Educational & General	$227,507,233

Auxiliary Activities

Hospitals	$ 59,826,821
Students residences & centers	16,644,763
Athletics, student publications & other	5,624,532
Total Auxiliary Activities	$ 82,096,116
Total Expenditures	$309,603,349



WILL THE STUDENT BE PRICED OUT OF THE MARKET?

Back in 1916 an in-state student in the College of Literature, Science, and the Arts paid $42 to come to school. That was doubled by 1925. In 1963, tuition was $310. By 1972 even that had more than doubled.

Still, during 1972-73, the Michigan resident freshman or sophomore tuition rate covered only 30 per cent of the educational cost. (The non-resident paid 96 per cent of the cost.)

In just the last three years—on a national level—college tuition costs at four-year public institutions went up over $200, while room, board and other expenses increased nearly $150.

A national study commission reported during the year that the annual cost for a student living at a state university was "out of reach for many middle-income families."

Thirty per cent of Michigan students (on the Ann Arbor campus) live in residence halls and University-owned married student housing. Costs there, too, have increased; and since the University operates these units on a self-liquidating basis, the costs must be passed along in rate increases.

Last year, nearly half of the Ann Arbor campus students lived in private rental dwellings, where they are subject to the economics of the commercial market.

The general marketplace for books, supplies and entertainment also places the limited-income student in a precarious situation.

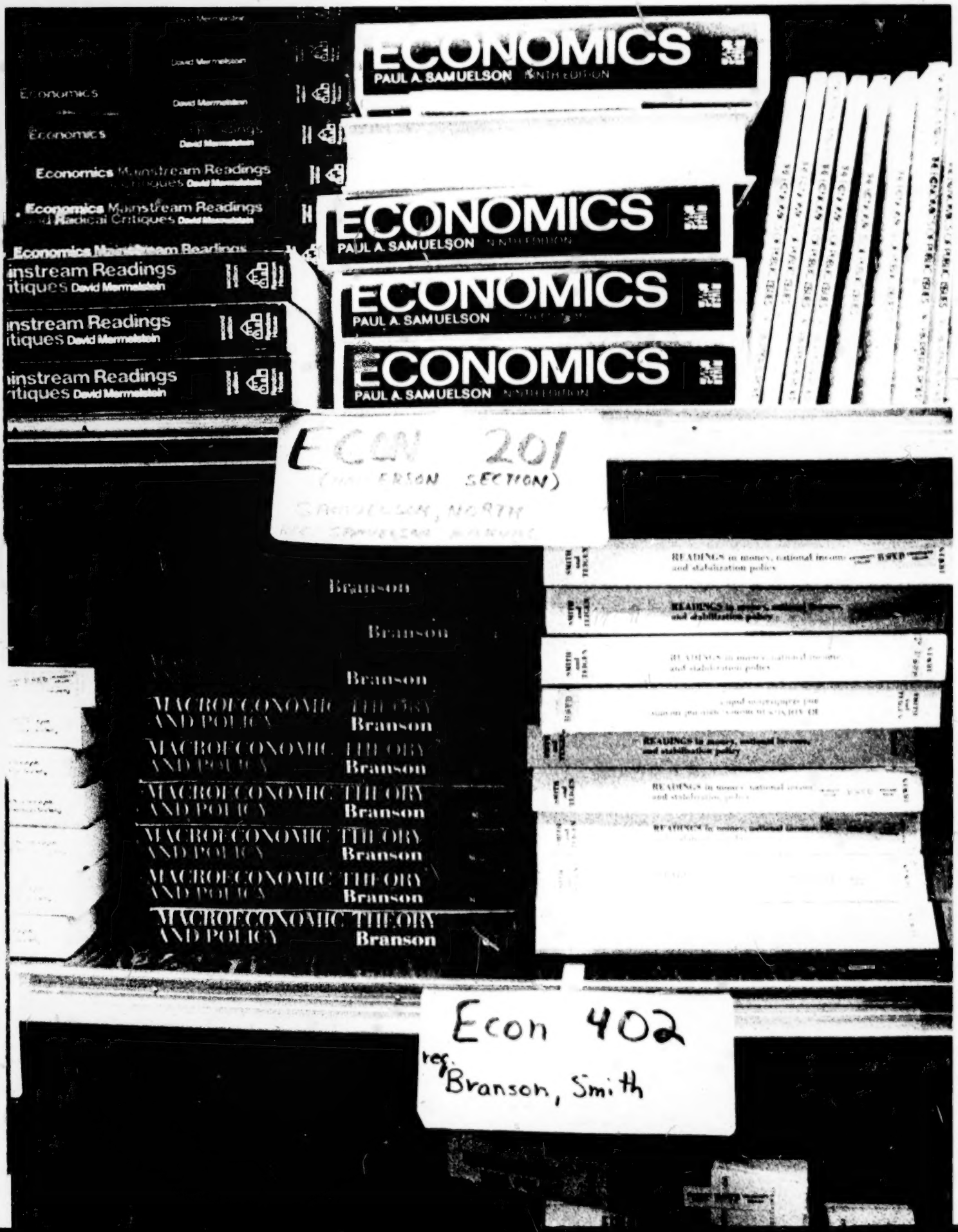
However, as a part of general fund expenditures at the University, the student fee proportion has increased less than 10 per cent in 50 years (see chart).

As the University sees costs spiraling for students, additional dollars have been put into student aid—fellowship, loan and work-study grants. Without those funds, it is certain that many of the students would not be able to proceed with their education at Michigan.

Relationship of Student Fees and General Fund Expenses

(All Campuses)

Year	Student Fees	General Fund Expenses Including Indirect Cost	Percentage Fees of Expenses
1919-20	$ 682,445	$ 3,639,724	18.8%
1929-30	1,361,456	6,419,267	21.2
1939-40	1,860,181	7,657,775	24.3
1947-48	6,839,150	16,137,131	42.4
1955-56	6,463,744	31,923,015	20.2
1965-66	17,385,455	69,287,225	25.1
1966-67	18,361,658	77,533,632	23.7
1967-68	25,501,952	86,108,584	29.6
1968-69	29,037,808	104,682,577	27.7
1969-70	29,562,357	111,447,212	26.5
1970-71	34,605,128	120,766,469	28.7
1971-72	40,278,688	129,578,600	31.1
1972-73	40,368,347	141,195,435	28.6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Econ 402
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State appropriations allowed only about one-tenth of requested funding for student financial aid, an area in which great need exists—especially to help fund the Opportunity Program for minority and disadvantaged students.

The total dollars spent each year on financial aid are considerable: Last year some 13,000 students (one out of every three) received approximately $28 million in scholarships, fellowships, grants and loans, funded from a variety of gifts and state and federal funding sources.

Student loan funds alone account for over $5.6 million.

The Office of Financial Aid—which annually administers $8 million in primarily undergraduate student aid programs—expects that in the coming year more than 7,500 students who need aid will apply. That is about 1,500 more students than that office helped last year.

Increasing numbers of applicants for the balance of the $28 million are expected by the individual schools and departments throughout the University which administer these funds.

Apart from U-M aid dollars, over $2 million is received by Michigan undergraduate resident students from funding sources such as the National Merit program and the Michigan Competitive Scholarship program.

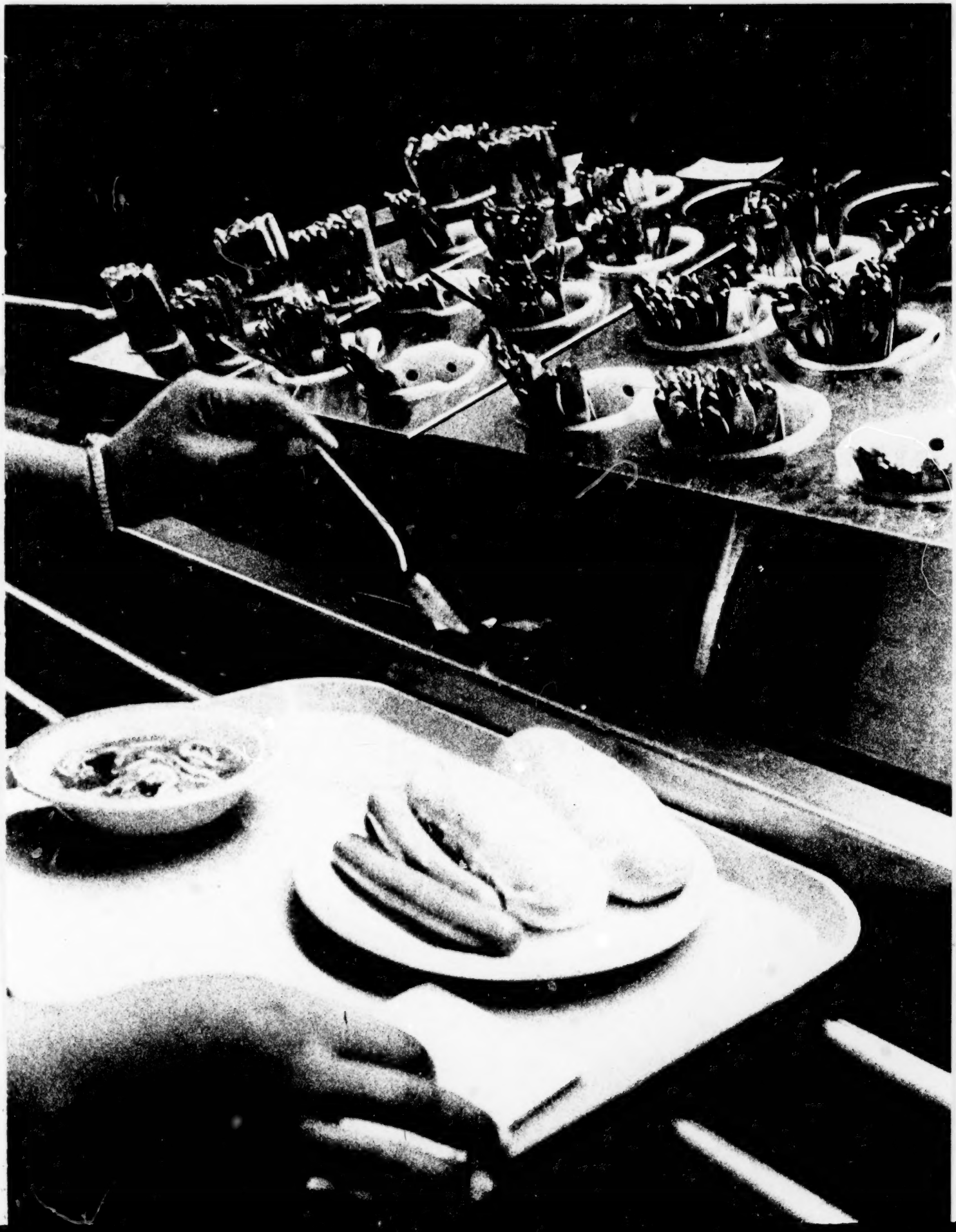
The problem facing the University is meeting rising costs while trying not to pass an overburdening amount of those costs on to our students.

It has always been University policy to increase the total of financial aid available in a corresponding amount when tuition rates go up. That policy continues.

In these times of rising costs in the general economy, however, it is impossible for the University alone to compensate for all the increased financial needs of today's student.

University financial aid offices keep on the lookout for outside sources of scholarship, fellowship and loan funding. Counseling and information is provided for students on how to apply for and contact these sources.

KEEPING FOOD ON THE TABLE THROUGH FINANCIAL AID



Financial Aid - who gets it

This past year, the University made headlines across the state over a story about a 14-year-old gifted student who reportedly had been denied financial aid for the 1973-74 year. The student, in fact, had not been denied aid—the matter was pending, just as were some 7,000 other applications. But the matter mushroomed into an inaccurate story that the U-M allocates financial aid dollars only for disadvantaged students—not for the intellectually gifted.

The fact is, most students at the U-M could qualify for scholarships on the basis of academic merit.

But the resources of the University simply do not permit substantial financial assistance to all who qualify on merit. Therefore, the University, most donors and the government have placed a need factor on almost all financial aid funds.

In 1972-73, some 31 per cent of the students receiving aid were from families with yearly incomes of $12,000 or above. Twenty-one per cent came from families with incomes between $9,000-$11,999, 23 per cent from families of $6,000-$8,999 income and 25 per cent from families with less than $5,999.

Just how does a student qualify for financial aid?

Because aid is based on need, all students who apply for financial assistance are asked to establish their need through either the Family Financial Statement (filed with the national American College Testing Program) or, if independent from parents, an Affidavit of Financial Independence. In addition, the student is expected to contribute a reasonable amount from earnings and assets.

The Office of Financial Aid—which administers general University aid—uses a "modest but adequate" budget guideline in helping determine need. Last year that budget for a single, undergraduate, in-state student was approximately $2,700. The average aid distributed to an undergraduate student last year was $1,400. Application for aid, noted on the regular admission application form, is automatically forwarded to the Financial Aid Office.

Financial aid is usually awarded as a "package"—a combination of two or more forms of aid which include gifts (scholarships and grants), loans and work-study employment.

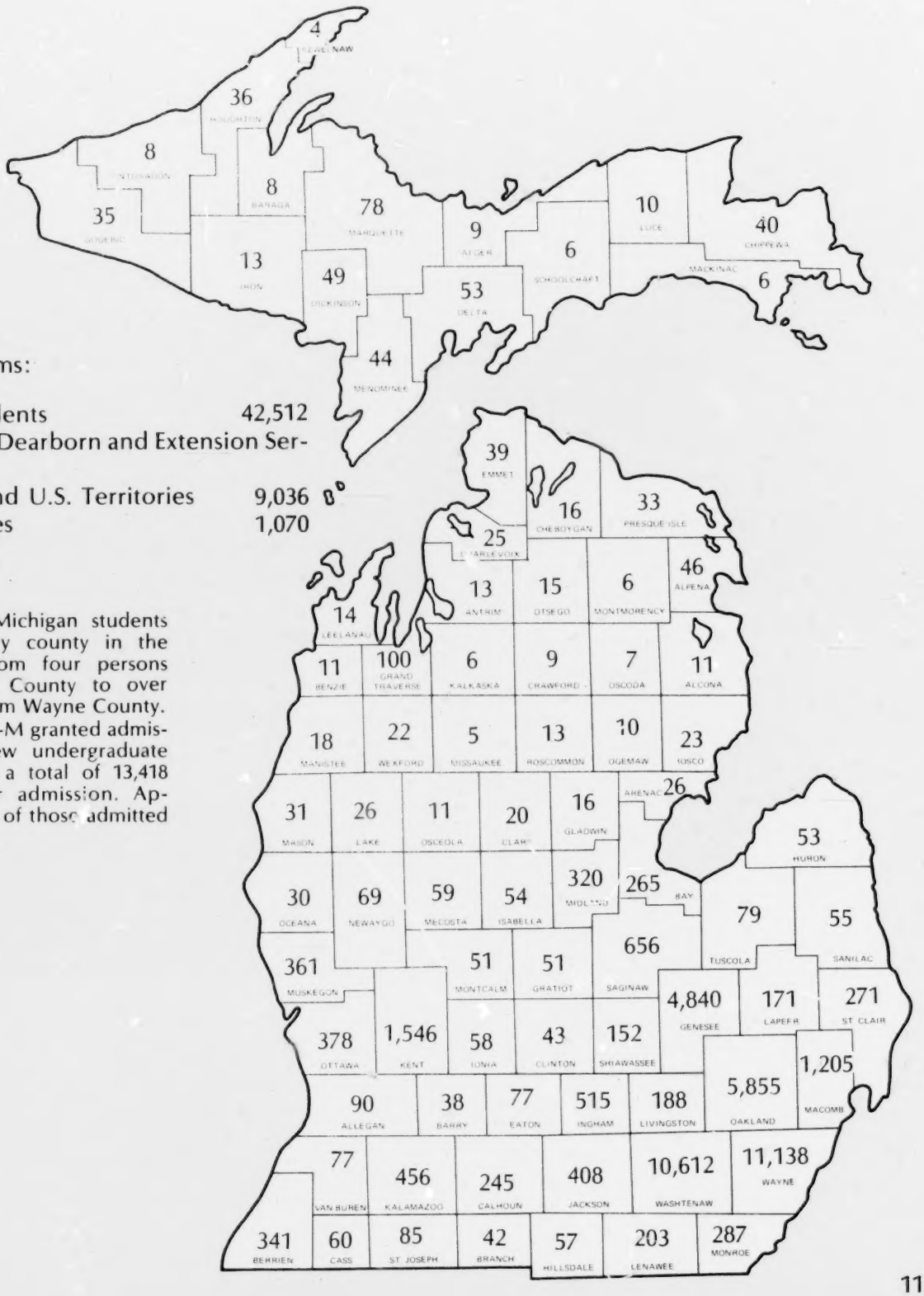
Regular, part-time employment at the University—in offices, dormitories or the hospital—is also available to students. Some 14,000 U-M students are employed in University facilities while attending school.

Students who are admitted to the University in the Michigan Opportunity Program for disadvantaged students are considered for Opportunity grants—$3.4 million was administered through this program last year.

Financial help is also available through more specialized programs on campus: athletic grants-in-aid; departmental scholarships for students who have established academic records at the University; emergency and short-term loan programs to help students who have unanticipated problems once on campus. In Dearborn, a cooperative plan of education for business and engineering students helps them earn while gaining valuable practical experience.

More and more students also come to campus with financial aid from agencies outside the University—through programs such as the National Merit program, the Michigan Competitive Scholarships administered through the Michigan Higher Education Assistance Authority, and various federal and state guaranteed loan programs. Last year, U-M students received over $2 million in aid from such outside programs.

U-M Students - Where they came from in 1972-73



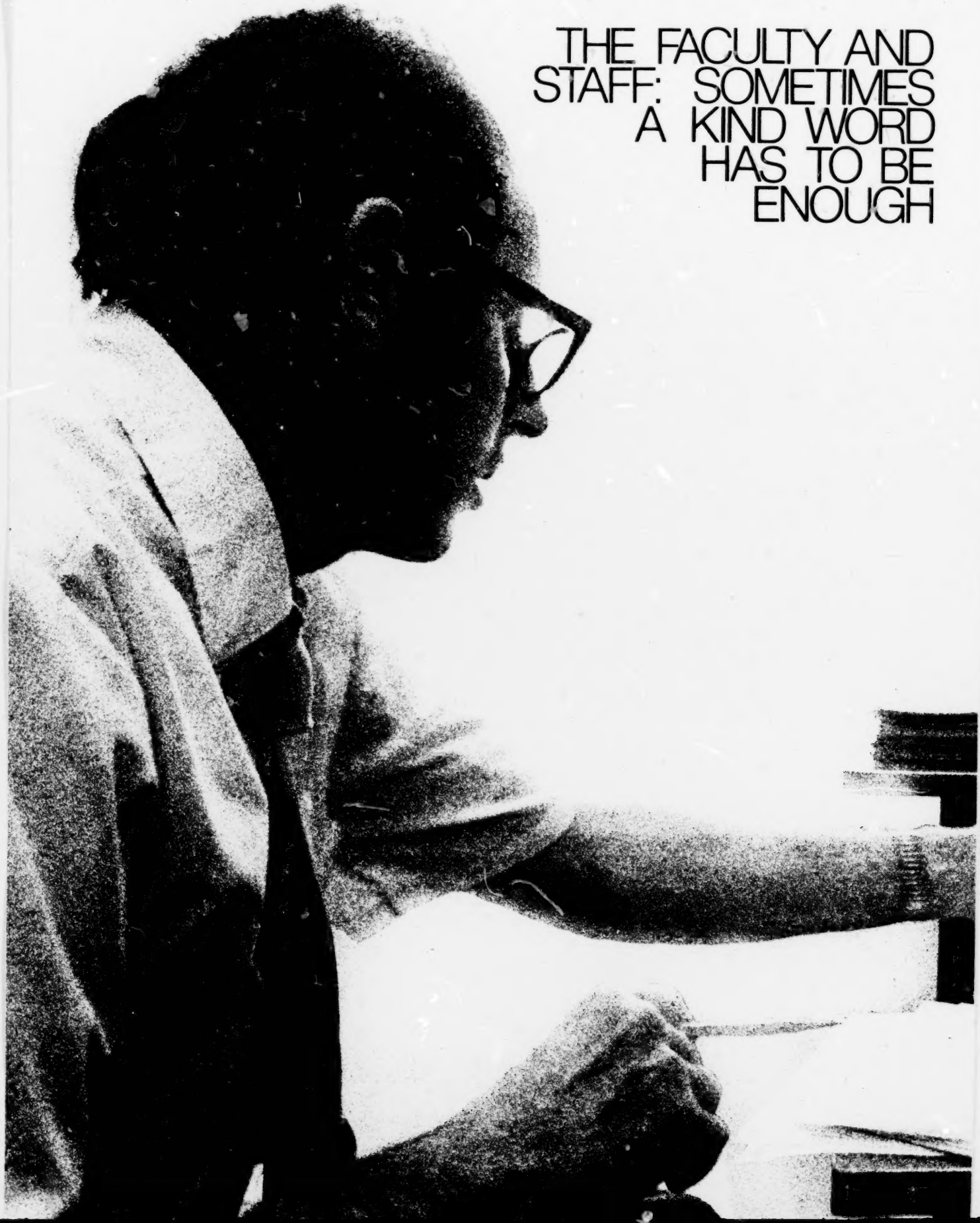
1972-73, all terms:

Michigan Residents (Includes Flint, Dearborn and Extension Services)	42,512
Other States and U.S. Territories	9,036
Other Countries	1,070

University of Michigan students come from every county in the state—ranging from four persons from Keweenaw County to over 10,000 persons from Wayne County.

Last year, the U-M granted admission to 9,052 new undergraduate students—out of a total of 13,418 who applied for admission. Approximately 7,000 of those admitted were freshmen.

THE FACULTY AND STAFF: SOMETIMES A KIND WORD HAS TO BE ENOUGH



In a presentation before the Michigan House of Representatives Appropriations Committee in July, President Fleming stated that in recent years the Ann Arbor campus has been able to provide the least favorable compensation increases of any public four-year institution of higher education in the state.

The University of Michigan increased compensation over the past four-year period by 26.6 per cent, which is the lowest percentage increase in the state. The average of all four-year schools was 36.1 per cent, while the highest increase was 47.1 per cent.

"If The University of Michigan—Ann Arbor is to retain its leadership in higher education," Fleming said, "it is essential that it be allowed to compete with peer institutions around the nation—and this cannot be done by pursuing a salary policy which, in fact, discriminates against it."

Average salary increases for the 14,000 faculty and staff members of U-M over the last several years have been barely ahead of the cost of living spiral. In 1972-73 the

American Association of University Professors reported that U-M ranked thirty-first in the nation in salaries for faculty members. Just a few years ago, U-M ranked seventeenth.

As pointed out by President Fleming, competition for quality faculty is with institutions of peer quality—institutions which may be able to offer more salary dollars and better research facilities than the U-M because of dollars available for equipment purchases.

Since 1966, faculty compensation at Michigan has increased by nine per cent less than the national average.

But competition with peer institutions for faculty and staff is not the only reason that salary dollars are crucial at the University.

During the year, emphasis was made on "internal equity" with the adoption of an entirely new salary grade and classification system for professional and administrative employees.

The new system was designed to help meet requirements of state and federal laws on equal pay for equal work and to help monitor equity and promotional opportunities for women and minorities.

In implementing the system, 13 per cent of the staff—mostly women—were found below the "minimum salary" in the new grade recommended for them. Dollars were reallocated to increase those persons to the minimum in the new system as of January 1.

But despite the dollar difficulties, the U-M during the year increased female staff by 203—primarily in the professional-administrative and instructional job categories—and increased minority staff members by 25.

It is this kind of change—emphasis on internal equity and promotion—which the University has effected this past year in an effort to maintain the University as a desirable place to work.

Faculty awards, involvement of the faculty and staff in decision making at the University, the atmosphere of daily life at one of the world's greatest educational institutions are some of the side benefits for University faculty and staff. More and more in these times of "money squeeze" we have had to rely upon these side benefits.

The University's greatness is in the people of the University. It is our hope that more years of "kind words" won't erode away that greatness.

Professorial Life - not what it seems

Absent-minded. Sitting in an ivory tower. If you can't *do*, teach. The myths abound about those who chose the academic life of the classroom, laboratory and library.

But perhaps the biggest myth of all is that of the ease of professorial life—and it is a myth—a myth that a lot of people won't give up.

A recent study within the U-M College of Literature, Science, and the Arts indicated that faculty members spend some 61 hours per week in formalized work situations. Similar studies at other universities indicate that faculty members in this country—as well as others—average a minimum of 51 formal work hours a week.

In a comparative study with dentists and advertising executives, it has been found that faculty work 20 per cent more than advertising executives and 50 per cent more than dentists. (Wages for the professor, however, are lower.)

The difficulty in assessing the faculty member and his "work" time is the difficulty in distinguishing precisely between personal and "work" times. Most faculty members—just as doctors or lawyers or clergymen—do not distinguish precisely between them. A faculty member at a major institution is generally committed to the scholarly life.

He is both seeker and teacher of knowledge. He is an explorer and experimenter in his field, as well as a guide for others—the students—interested in his discipline or subject. His work is not confined to a classroom or a laboratory or an office. He is "on duty" at any time.

One legendary example at Michigan of the overlap between personal and work time for the academician involves the liquid bubble chamber, which makes possible the detection and study of interactions among subatomic particles. Former U-M professor Donald A. Glaser first conceived the bubble chamber while talking with colleagues over a pitcher of beer in an Ann Arbor restaurant. Glaser received the Nobel Prize in Physics in 1960 for his bubble chamber.

At a major institution like Michigan, research projects, professional reading to keep up with a specialty, participation in departmental and university governance, and public service are work areas over and above regular teaching duties.

Teaching, though, is the real core of a faculty member's work. Sixty-five per cent of the faculty member's time is spent in instruction, although the hours spent in the formal classroom are a minority of the total work week hours.

At Michigan, for example, close to 40 per cent of the students are at the graduate and graduate-professional level and faculty often work with them individually or in small group situations rather than in a formal class

And there are office hours. Faculty members must allow time to meet with students individually—just as legislators reserve time to meet with constituents.

Most faculty at U-M spend 9 to 10 hours a week in actual face-to-face contact with students. Another 20 to 30 hours—depending upon the academic field—are in other instructional tasks: class preparation, writing and grading of examinations, supervising teaching assistants and evaluating articles and books for reading assignments to students.

Those 9 to 10 hours are really the tip of the iceberg—it's the other two-thirds of the iceberg which keep the tip up.

One of the answers to money shortages at the University has been to turn to alumni and friends for private gifts.

Last year, over $23 million in private gifts and grants was received by the University. Among all public universities in the country, most recent comparisons showed the U-M third (behind California and Texas university systems) in amount of private dollars received.

Among all institutions—public or private—Michigan ranks twelfth in private support.

Increased effort by various University groups—including many faculty representatives—was underway during the year to explain the need for funding to both state and federal agencies.

In addition to seeking outside financial support, a hard look is being taken inside.

Three major university committees—made up largely of faculty—began to study the University's goals and programs with an eye on budgeting. The Office of Budgets and Planning, a unit of the President's Office, consists of a steering committee and faculty-staff committees, with student representatives, which are working on long-range planning, budget priorities and program evaluation.

With the aid of the University's institutional researchers, these committee members are attempting to focus on such questions as: Should current program funds be reallocated to other programs? What will the University's overall program be like in 20 years and what kind of money will be needed to support such a program?

Meanwhile, The University of Michigan maintains—and intends to continue to maintain—a reputation for quality education and service to the state of Michigan.

Students—An Overview and Sample

. . . What did the 1972-73 student study? Most U-M students were enrolled in the College of Literature, Science, and the Arts—15,825 in the fall of 1972. The next largest enrollment was in the College of Engineering (3,861), followed by the School of Education (3,322). Other enrollments: Medical School, 1,726; Business Administration, 1,411; Law School, 1,170; Nursing, 1,052; Natural Resources, 944; Architecture and Design, 865; Music, 861; Dentistry, 798; Social Work, 758; Public Health, 674; Library Science, 474; and Pharmacy, 443.

. . . Fifty exceptionally talented 17- and 18-year-old high school graduates arrived on campus last fall to participate in "Inteflex"—an accelerated program leading to the M.D. degree. The goal of the new five-year program—funded by a $1.4 million grant from the National Institutes of Health—is to produce well-rounded, highly trained physicians in less than the traditional eight years.

. . . In the College of Engineering, MERGE (Michigan's Expanded Resource for Graduate Education) began its third year of operation. Nearly 460 students—employes of companies in the Detroit metropolitan area—attended the U-M through MERGE, a televised approach to instruction. MERGE consists of a two-channel television system originating in the College of Engineering. During the day, the system beams live classes conducted in the college to specially equipped counterpart classrooms at the subscribing Detroit companies. During the evening, the Graduate School of Business Administration uses the network to televise a portion of its evening master of business administration study program.

. . . About 50 U-M students spent the summer in Washington, D.C., in jobs in the offices of senators, congressmen, lobbying agencies and governmental coverage departments in the news media. The Washington Intern Program was begun in 1969 and is partially supported by gift funds; salaries are paid to the students on the basis of need.

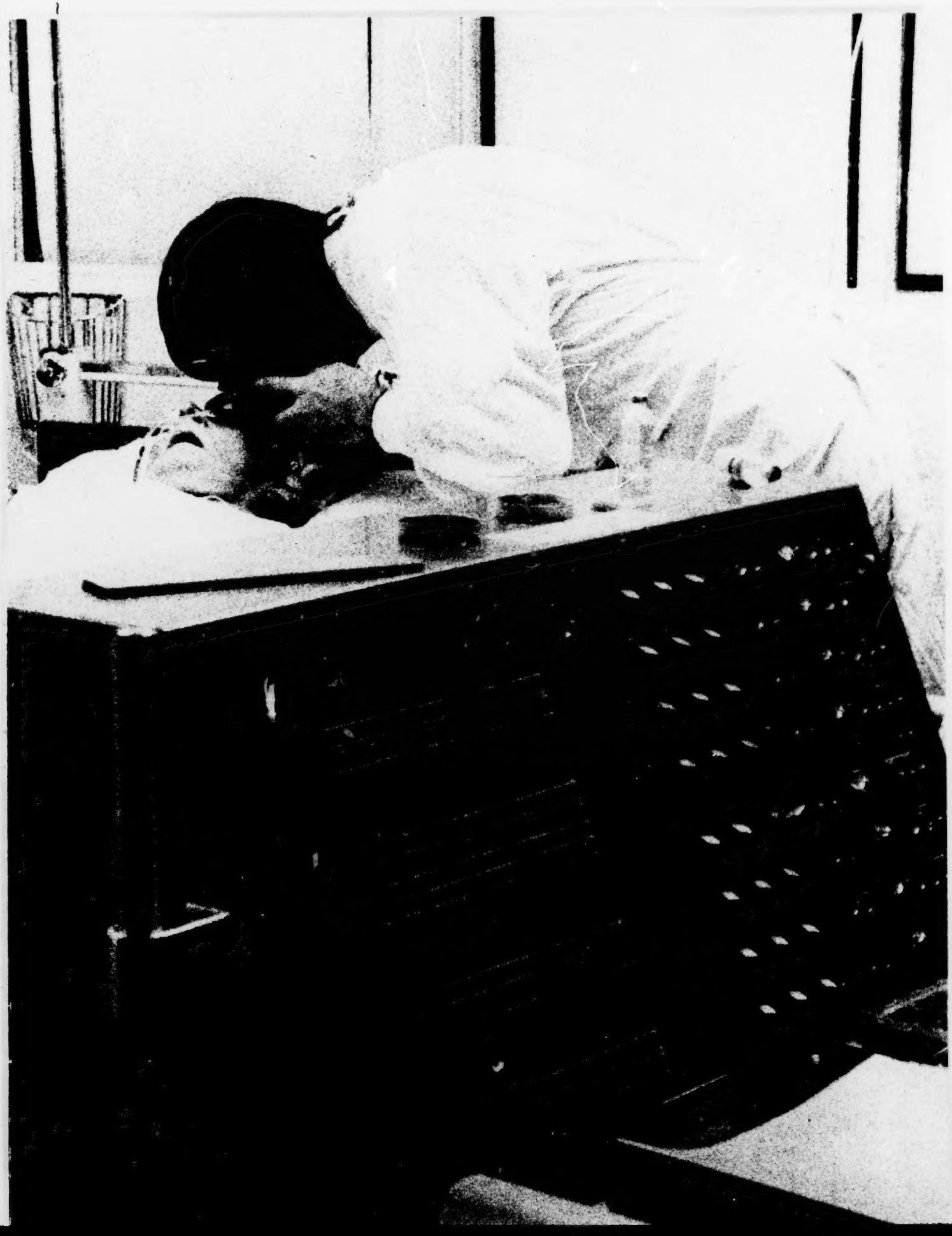
. . . Burgeoning career interest in the law continued its impact on the U-M Law School. The total number of applicants for the freshman class of 1972 was 4,915; the total admitted because of space: 363.

. . . Improvement of teaching skills through technology is the object of a special Innovation Fund Award program in the College of Literature, Science, and the Arts. Thirty-eight awards totaling $50,000 were granted to 54 faculty members last year to improve classroom teaching through such programs as the purchase of computer time, slide projectors, video taping equipment.

. . . Also at LSA, a "credit by exam" plan was approved to allow students to earn a portion of undergraduate degree credit by examination. The plan is limited to half the credit hours needed for graduation and what credit can be earned in this way is determined by the LSA departments.

. . . The University appointed its second poet-in-residence in 1972: Iosif Brodsky, regarded by many as Russia's foremost poet who was "invited" by Russian officials to leave that country. The first poet-in-residence was Robert Frost, who held the title from 1921 to 1923. Brodsky teaches courses in comparative Russian and twentieth century literature.

FINDING SOME OF THE ANSWERS TO THE MONEY SQUEEZE...WHILE NOT DILUTING SERVICE



. . . For the first time, in the fall of last year, women were eligible for the Michigan Marching Band. An era passed as the announcer in Michigan Stadium boomed: "And, ladies and gentlemen, the marching men and women of Michigan."

Construction

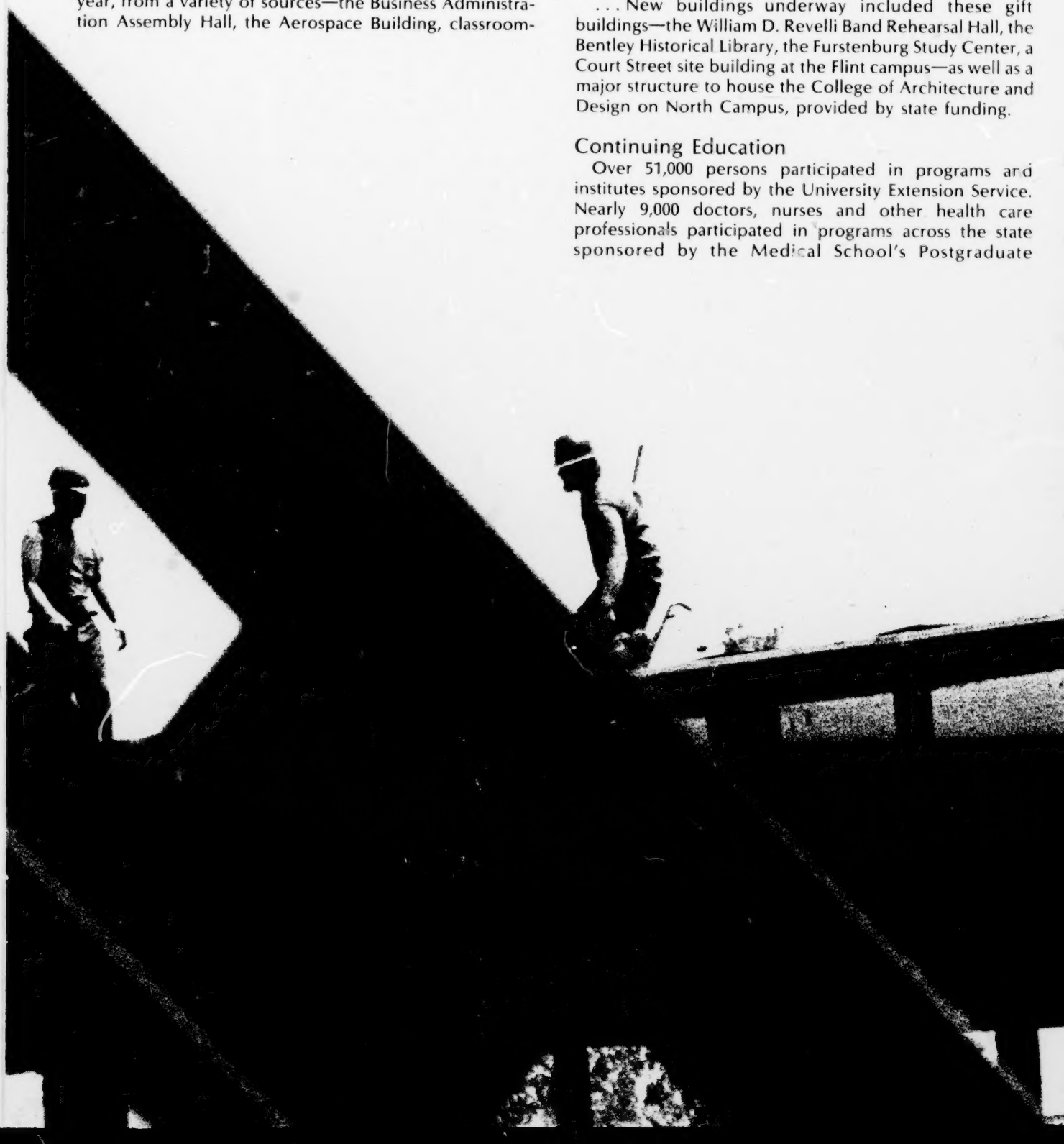
. . . Five major buildings were completed during the year, from a variety of sources—the Business Administration Assembly Hall, the Aerospace Building, classroom-office building at Dearborn campus, Northwood V Apartments for married students and an addition to the University Hospital Outpatient Building and cardiac study unit.

. . . At the end of the fiscal year, renovation projects in progress included the heating plant, a building to house the TV Center, Yost Field House alteration and the Chemistry Building remodeling.

. . . New buildings underway included these gift buildings—the William D. Revelli Band Rehearsal Hall, the Bentley Historical Library, the Furstenburg Study Center, a Court Street site building at the Flint campus—as well as a major structure to house the College of Architecture and Design on North Campus, provided by state funding.

Continuing Education

Over 51,000 persons participated in programs and institutes sponsored by the University Extension Service. Nearly 9,000 doctors, nurses and other health care professionals participated in programs across the state sponsored by the Medical School's Postgraduate



Medicine department. More than 5,000 lawyers attended seminars sponsored by the Institute for Continuing Legal Education, a unit of the U-M and Wayne State law schools and the Michigan Bar Association. Some 2,000 persons were involved in furthering their technical knowledge while attending courses and conferences sponsored by the Chrysler Center for Continuing Education. Business education for thousands of Michigan residents was provided through the Bureau of Industrial Relations and the Institute of Labor and Industrial Relations. In education, the Bureau of School Services continued to serve elementary, intermediate and secondary schools in Michigan. The Institute of Gerontology, sponsored jointly by the U-M and Wayne State, conducted conferences and programs on aging.

Branch Campuses

. . . At Flint, a new downtown riverfront site was approved by both the legislature's capital outlay committee and the University. Construction of the first building (previously funded for the current site) will begin next summer. It is expected that the U-M campus will be the core of a downtown renewal.

. . . In Dearborn, record enrollments occurred due to the development of the freshman-sophomore program. About 1,800 daytime and 2,400 evening students registered last fall.

Research

. . . Research expenditures increased slightly, with nearly 71.9 per cent of research funding coming from federal government sources. The federal Department of Health, Education and Welfare is the largest research sponsor. Also affecting the research programs last year was the state-endorsed transfer of the Willow Run Laboratories of the U-M to the state-chartered Environmental Research Institute of Michigan. That new, private institute is expected to use remote sensing technology to work on environmental problems in Michigan.

Service

. . . The Sea Grant Program undertook two five-year studies to determine environmental effects of cooling towers and systems at Michigan nuclear power plants. Studies totaling a half-million dollars focus on Indiana and Michigan Power Company's Donald C. Cook Nuclear Plant near South Haven. Both programs will measure and evaluate meteorological impact of waste-heat disposal methods and their effects on climate, temperature, rain, and snow.

. . . The Real Estate Program, offering 44 courses in 31 locations across the state, celebrated its twenty-fifth year of operation. Over 2,300 persons have earned certificates during that time. Purpose of the program is to provide basic and specialized information to practitioners and prospective members of the real estate field.

. . . Holden Perinatal Research Laboratories, paid for by a $1.5 million gift from the Holden Fund of Detroit, opened last year. The laboratories combine research and intensive patient care. The first of its kind in Michigan, the facility concentrates in one place all equipment and expertise of the Medical Center to care for infants and mothers before and after birth.

. . . Broadcasting in stereo and expanded hours on the air began last spring over the University's FM radio stations (WUOM in Ann Arbor and WVGR in Grand Rapids), made possible by a combination of funding sources—$18,000 in gifts from Friends of WUOM/WVGR, which matched a $45,000 government grant.

Private Giving - an answer from our friends

One of the great sources of pride at Michigan is the generosity of U-M alumni and friends. In the past 10 years, over $20 million has been contributed through the Michigan Annual-Giving Fund. In 1900 gifts and grants accounted for one per cent of the University's income; by 1972, nine per cent.

The highest gift response in the 19-year history of the Michigan Annual-Giving Fund was in 1972: $4,709,296 was contributed to University support by 34,174 donors.

(That's an increase by 47 per cent over 1971 gifts.)

While individuals give the majority of the dollars received, corporations, corporate foundations, private and general foundations, organizations and societies also provide gift dollars at Michigan.

As part of the University's annual giving program, the Presidents Club represents substantial support for U-M programs. Members, who give a minimum of $10,000 to the University, increased to 1,269 by June 30, 1973.

Other major continuing programs which are supported by private giving of alumni and friends include the Benefactor's Program ($100,000 minimum donors); the "friends" program whereby donors support specialized projects including the Museum of Art, the Michigan Historical Collections, Clements Library, the Musical Society, WUOM-WVGR radio stations; the student Washington Intern Program; and the deferred giving program (gifts through trusts and bequests).

Five building projects which were in progress during the past year were made possible through gifts to the University: the William D. Revelli Band Rehearsal Hall, the Business Administration Assembly Hall, the Bentley Historical Library, the Furstenburg Student Study Center in the Medical Center, and the Court Street Building on the Flint campus.

Other University buildings which represent support by foundations, corporations and alumni and friends include: Law Quadrangle and Martha Cook Residence Hall from W. W. Cook.

Nuclear Reactor and Dearborn campus buildings from Ford Motor Company and Ford Fund.

H. H. Rackham School of Graduate Studies Building and Rackham Educational Memorial Building in Detroit from the Horace H. Rackham Fund and Mary Rackham.

Mott Children's Hospital from Charles S. Mott Foundation.

Medical Research Building, medical library addition, and Hearing Research Institute from Kresge Foundation.

Highway Safety Research Institute Building from Ford Motor Company and General Motors Corporation.

Power Center for the Performing Arts from Eugene B. Power and family.

Botanical Gardens and Radrick Center from Frederick Matthaei, Sr.

Chrysler Center for Continuing Engineering Education from the Chrysler Corporation.

Holden Perinatal Laboratory from Holden Fund.

Clements Library from William L. Clements.

Upjohn Center for Clinical Pharmacology from Upjohn Company.

Continuing Education Center in the Medical and Health Sciences from Towsley and Dow Foundations.

Business Administration Assembly Hall from alumni and friends of the school.

The Regents

The Constitution of the State of Michigan establishes a Board of Regents for The University of Michigan. The board consists of eight members elected by the voters of the state for eight-year terms. The president of the University, who is elected by the Regents, is an ex officio member of the board. The Regents are a body corporate and have general supervision of the institution and the control and direction of all expenditures from the institution's funds.

Robben W. Fleming
Ex Officio
President, The University of Michigan

Deane Baker
Ann Arbor
Term expires: 1980

Paul W. Brown
U-M—A.B. 1956, J.D. 1961
Petoskey
Term expires: 1978

Robben W. Fleming

Deane Baker

Gertrude V. Huebner

Lawrence B. Lindemer

Robert J. Brown
U-M—A.B. 1926
Kalamazoo
Term expires: 1974

Gerald R. Dunn
Livonia
Term expires: 1976

Gertrude V. Huebner
U-M—A.B. 1936
Bloomfield Hills
Term expires: 1974

Lawrence B. Lindemer
U-M—A.B. 1943, LL.B. 1948
Stockbridge
Term expires: 1980

Robert E. Nederlander
U-M—A.B. 1955, J.D. 1958
Birmingham
Term expires: 1976

James L. Waters
U-M— J.D. 1970
Muskegon
Term expires: 1978

Paul W. Brown

Robert J. Brown

Gerald R. Dunn

Robert E. Nederlander

James L. Waters

Executive Officers of the University

Robben W. Fleming, LL.B., LL.D., President
Leonard E. Goodall, M.A., Ph.D., Chancellor, The University of Michigan—Dearborn
William E. Moran, M.B.A., Ph.D., Chancellor, The University of Michigan—Flint
Wilbur K. Pierpont, M.B.A., Ph.D., Vice-President and Chief Financial Officer
Allan F. Smith, LL.M., S.J.D., Vice-President for Academic Affairs
Fedele F. Fauri, A.B., LL.D., Vice-President for State Relations and Planning
Michael Radock, M.S.J., Litt.D., Vice-President for University Relations and Development
Charles G. Overberger, M.S., Ph.D., Vice-President for Research
Henry Johnson, A.B., M.S.W., Vice-President for Student Services
Richard L. Kennedy, A.B., Secretary of the University and Assistant to the President

Deans of The Schools and Colleges

Architecture and Design—Reginald F. Malcolmson, M.S.Arch.
Business Administration—Floyd A. Bond, M.A., Ph.D.
Dentistry—William R. Mann, D.D.S., M.S.
Education—Wilbur J. Cohen, Ph.B., LL.D.
Engineering—David V. Ragone, S.M., Sc.D.
Graduate School—Donald E. Stokes, A.B., Ph.D.
Law School—Theodore J. St. Antoine, A.B., J.D.
Library Science—Russell E. Bidlack, A.M., Ph.D.
Literature, Science, and the Arts—Frank H. T. Rhodes, D.Sc., Ph.D.
Medical School—John A. Gronvall, A.B., M.D.
Music—Allen P. Britton, M.A., Ph.D.
Natural Resources—James T. McFadden, M.S., Ph.D.
Nursing—Carolyne K. Davis, Ph.D., R.N.
Pharmacy—Tom D. Rowe, M.S., Ph.D.
Public Health—Myron E. Wegman, M.D., M.P.H.
Social Work—Phillip A. Fellin, M.S.W., Ph.D.

For further information about admissions:

Ann Arbor
Undergraduate Admissions Office
1220 Student Activities Building
The University of Michigan
Ann Arbor, Michigan 48104

Flint
Admissions Officer
The University of Michigan -Flint
1321 East Court Street
Flint, Michigan 48503

Dearborn
The University of Michigan—Dearborn
4901 Evergreen Road
Dearborn, Michigan 48124

For further information about financial aid:

Ann Arbor
Office of Financial Aid
2011 Student Activities Building
The University of Michigan
Ann Arbor, Michigan 48104

Dearborn
Office of Financial Aid
The University of Michigan—Dearborn
111 Classroom Building
4901 Evergreen Road
Dearborn, Michigan 48124

Flint
Office of Financial Aid
1027 Mott Memorial Building
The University of Michigan—Flint
1321 East Court Street
Flint, Michigan 48503

For other information about the University:

Write to:
Office of State and Community Relations
6048 Administration Bldg.
The University of Michigan
Ann Arbor, Michigan 48104

or phone
(313) 764-1817